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LAVENTHOL & HORWATH
CERTIFIED PUBLIC ACCOUNTANTS

NATIONAL RESTAURANT ASSOCIATION
311 First Street, N.W.
Washington, DC 20001 (202) 638-6100

NATIONAL TREND OF BUSINESS
Restaurant Industry

A SERVICE TO THE CLIENTS OF LAVENTHOL & HORWATH

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MAY 1982 COMPARED WITH MAY 1981

Total sales increased 2.4 percent in May 1981 over the same month last year. Food sales rose 3.1 percent while its related costs increased 3.0 percent. In contrast, beverage sales fell 1.5 percent while beverage costs rose 0.1 percent. Year-to-date totals show food and beverage sales rising 1.8 percent and 1.2 percent respectively. These sales increases helped boost the average receipt to $7.46, up 3.5 percent from May 1981.

Food comprised 85.2 percent of sales for this month's survey, up slightly from last year's 84.6 percent. Food and beverage costs remained constant from last year, at $.36 and $.24 respectively.

While payroll costs increased 3.1 percent over the same month last year, payroll costs per full-time equivalent (FTE) employee rose 1.7 percent. Sales per FTE employee rose 1.9 percent to $2,235 this month. Total sales per payroll dollar, at $3.25 this month, is 1.2 percent lower than last month and 0.3 percent lower than May 1981. On a year-to-date basis, sales per FTE employee rose 2.5 percent to $2,070. Payroll costs rose 2.4 percent while these costs in relation to FTE employee rose 2.9 percent.

Efficient, cost-controlling techniques are needed by unit managers in order to keep profit margins in line. As unprofitable units are closed, added emphasis needs to be placed on the unit level. With the economically difficult times still here, strategic marketing efforts are needed in order to reach consumers and to boost customer counts.

SALES PER SEAT FOR MAJOR CLASSIFICATIONS

	This Month	Percentage Changes*
TOTAL	$ 408	5.8%
AREA:		
Northeast	386	12.3
Southeast	422	– 18.3
North Central	350	33.5
South Central	455	NA
West	564	– 5.7
TYPE:		
Cafeteria	**	**
Coffee Shop	504	0.8
Full Menu:		
Tableservice	405	6.1
Limited Menu:		
Tableservice	362	– 3.3
No Tableservice	**	**

FOODSERVICE PRODUCTIVITY TOTAL SALES PER PAYROLL DOLLAR

	This Month	Percentage Changes*
TOTAL	$ 3.25	– 1.2%
TYPE:		
Cafeteria	**	**
Coffee Shop	3.24	– 2.7
Full Menu:		
Tableservice	3.19	– 0.3
Limited Menu:		
Tableservice	3.42	– 4.2
No Tableservice	**	**

** INSUFFICIENT RESPONSE
NA NOT AVAILABLE

TREND REPORT MAY 1982 COMPARED WITH MAY 1981

	SALES % CHANGE			COST % CHANGE				AVERAGE RECEIPT PER COVER	
	TOTAL	FOOD[1]	BEV.[1]	TOTAL	FOOD[1]	BEV.[1]	PAYROLL	MAY	% CHG
TOTAL	2.4	3.1	-1.5	2.7	3.0	0.1	3.1	$ 7.46	3.5
AFFILIATION:									
Single Unit	-	0.8	-3.1	-	0.6	-4.4	2.5	$ 8.04	2.4
Multi-Unit:									
Company-Owned	*	*	*	*	*	*	*	*	*
Franchised	4.2	4.9	0.3	4.6	4.6	5.2	3.8	7.08	5.3
AREA:									
Northeast	5.6	5.7	-2.3	9.1	9.4	-6.6	2.8	$ 4.33	6.7
Southeast	5.0	7.3	-8.8	10.9	9.1	29.7	-3.0	*	*
North Central	0.3	0.6	-1.2	-0.1	0.7	-5.4	1.5	7.52	2.7
South Central	-5.0	-2.4	*	-12.2	-13.3	*	-1.5	9.00	-2.2
West	3.9	4.0	3.4	3.3	3.1	4.5	8.8	9.38	6.5
SALES PER MONTH:									
Under $32088.	-2.0	-1.8	-8.3	-5.8	-4.9	-24.8	-7.5	$ 4.03	4.7
$32088. TO $58516.	-1.9	-1.2	-9.0	-2.2	-2.2	-2.1	-2.0	5.41	5.5
$58516. TO $93097.	10.4	9.4	18.2	6.0	6.1	5.1	5.9	7.42	8.4
Over $93097.	1.0	2.4	-4.4	3.4	3.9	-0.1	4.0	8.35	2.0
NUMBER OF SEATS:									
Under 100	5.9	4.3	14.7	1.8	1.4	3.8	3.8	$ 4.63	9.3
100 TO 150	2.8	2.5	6.0	2.1	2.6	-4.8	-1.1	7.77	6.8
150 TO 205	8.3	9.1	-3.1	8.8	9.6	-6.8	4.9	4.96	9.5
Over 205	-0.4	0.5	-3.4	0.6	0.4	1.4	3.6	8.75	2.4
TYPE:									
Cafeteria	*	*	*	*	*	*	*	$ *	*
Coffee Shop	5.4	5.4	*	8.2	8.2	*	1.8	*	*
Full Menu:									
Tableservice	1.1	2.4	-4.5	2.1	2.7	-1.7	3.3	$ 7.62	3.1
Limited Menu:									
Tableservice	11.6	7.9	23.2	1.1	-1.2	12.0	12.2	8.13	7.5
No Tableservice	*	*	*	*	*	*	*	*	*
Other	*	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

\- NO CHANGE

1 Since all restaurants did not report data for each line, each line item has been analyzed separately and may therefore not add to totals shown.

FOOD AND BEVERAGE SALES REPORT AS OF MAY 1982

	COMPOSITION OF SALES MAY 82		COMPOSITION OF SALES MAY 81		TOTAL COST PER DOLLAR OF SALES MAY 82		TOTAL COST PER DOLLAR OF SALES MAY 81	
	FOOD	BEV.	FOOD	BEV.	FOOD	BEV.	FOOD	BEV.
TOTAL	85.2	14.8	84.6	15.4	$ 0.36	$ 0.24	$ 0.36	$ 0.24
AFFILIATION:								
Single Unit	82.1	17.9	81.5	18.5	$ 0.37	$ 0.24	$ 0.37	$ 0.24
Multi-Unit:								
Company-Owned	*	*	*	*	*	*	*	*
Franchised	87.1	12.9	86.5	13.5	0.36	0.25	0.37	0.24
AREA:								
Northeast	98.3	1.7	98.1	1.9	$ 0.34	$ 0.31	$ 0.33	$ 0.32
Southeast	87.9	12.1	86.0	14.0	0.38	0.31	0.37	0.22
North Central	82.3	17.7	82.0	18.0	0.35	0.25	0.35	0.26
South Central	79.5	*	77.4	*	0.39	*	0.43	*
West	76.7	23.3	76.6	23.4	0.40	0.23	0.41	0.22
SALES PER MONTH:								
Under $32088.	96.2	3.8	96.0	4.0	$ 0.34	$ 0.33	$ 0.35	$ 0.41
$32088. TO $58516.	91.6	8.4	90.9	9.1	0.35	0.25	0.36	0.23
$58516. TO $93097.	88.1	11.9	88.9	11.1	0.35	0.24	0.36	0.27
Over $93097.	81.6	18.4	80.6	19.4	0.37	0.24	0.37	0.23
NUMBER OF SEATS:								
Under 100	84.1	15.9	85.3	14.7	$ 0.30	$ 0.25	$ 0.31	$ 0.28
100 TO 150	92.0	8.0	92.3	7.7	0.38	0.31	0.38	0.34
150 TO 205	94.3	5.7	93.6	6.4	0.36	0.24	0.36	0.25
Over 205	79.4	20.6	78.8	21.2	0.37	0.24	0.37	0.23
TYPE:								
Cafeteria	*	*	*	*	$ *	$ *	$ *	$ *
Coffee Shop	99.6	*	99.6	*	0.33	*	0.33	*
Full Menu:								
Tableservice	82.3	17.7	81.2	18.8	$ 0.38	$ 0.25	$ 0.38	$ 0.24
Limited Menu:								
Tableservice	73.5	26.5	76.0	24.0	0.36	0.23	0.39	0.26
No Tableservice	*	*	*	*	*	*	*	*
Other	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

PAYROLL AND EMPLOYEE REPORT MAY 1982 COMPARED WITH MAY 1981

	SALES PER FTE EMP		PAYROLL PER FTE EMP		COVERS PER FTE EMP		TOTAL SALES PER PAYROLL DOLLAR	
	MAY 82	MAY 81	MAY 82	MAY 81	MAY 82	MAY 81	MAY 82	MAY 81
TOTAL	$ 2235	$ 2194	$ 700	$ 688	303	317	$ 3.25	$ 3.26
AFFILIATION:								
Single Unit	$ 2304	$ 2344	$ 782	$ 779	280	295	$ 3.08	$ 3.16
Multi-Unit:								
Company-Owned	*	*	*	*	*	*	*	*
Franchised	2158	2057	633	615	327	343	3.40	3.34
AREA:								
Northeast	$ 1885	$ 1783	$ 557	$ 555	520	533	$ 3.29	$ 3.21
Soul east	2676	2397	556	521	*	*	4.67	4.31
North Central	2160	2171	767	766	288	303	2.85	2.86
South Central	2152	2238	507	508	239	243	4.24	4.40
West	2960	2962	983	944	318	340	3.26	3.41
SALES PER MONTH:								
Under $32088.	$ 2255	$ 2195	$ 564	$ 561	559	570	$ 4.18	$ 3.95
$32088. TO $58516.	1985	1996	581	575	372	387	3.47	3.47
$58516. TO $93097.	2243	2118	686	675	373	403	3.27	3.14
Over $93097.	2314	2300	760	746	252	263	3.13	3.20
NUMBER OF SEATS:								
Under 100	$ 2573	$ 2632	$ 717	$ 748	495	554	$ 3.59	$ 3.52
100 TO 150	2087	2017	599	602	307	345	3.48	3.35
150 TO 205	2029	1879	640	623	401	440	3.21	3.11
Over 205	2348	2354	769	748	271	279	3.16	3.27
TYPE:								
Cafeteria	$ *	$ *	$ *	$ *	*	*	$ *	$ *
Coffee Shop	1872	1776	577	567	*	*	3.24	3.13
Full Menu:								
Tableservice	$ 2287	$ 2282	$ 736	$ 727	284	300	$ 3.19	$ 3.24
Limited Menu:								
Tableservice	2813	2667	822	776	345	352	3.42	3.44
No Tableservice	*	*	*	*	*	*	*	*
Other	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

YEAR TO DATE TREND REPORT MAY 1982 COMPARED WITH MAY 1981

	SALES % CHANGE			COST % CHANGE				AVERAGE RECEIPT PER COVER	
	TOTAL	FOOD[1]	BEV.[1]	TOTAL	FOOD[1]	BEV.[1]	PAYROLL	MAY	% CHG
TOTAL	1.7	1.8	1.2	2.8	2.9	2.7	2.4	$ 8.30	4.4
AFFILIATION:									
Single Unit	1.9	1.6	3.0	4.3	4.4	3.9	4.8	$ 9.39	5.7
Multi-Unit:									
Company-Owned	1.3	0.4	6.4	2.2	1.4	8.9	13.0	2.86	4.9
Franchised	1.5	1.9	-1.2	1.7	1.8	1.1	-0.6	8.16	2.8
AREA:									
Northeast	2.2	2.2	0.8	5.0	5.1	-0.2	-2.0	$ 4.81	6.9
Southeast	7.5	9.4	-2.8	10.7	9.6	21.7	-2.3	7.90	4.2
North Central	-4.7	-4.6	-5.0	-5.6	-5.2	-7.8	1.5	7.66	0.9
South Central	4.7	5.1	3.5	7.3	8.1	2.9	3.4	7.28	6.5
West	5.5	5.1	7.2	6.4	5.9	9.1	7.8	11.04	6.4
SALES PER MONTH:									
Under $32672.	-3.5	-3.7	-1.5	-3.2	-3.6	2.8	-4.8	$ 4.38	7.1
$32672. TO $58950.	-3.5	-3.3	-5.5	-3.8	-3.5	-7.6	-4.6	7.20	-0.2
$58950. TO $91149.	5.6	6.1	1.9	4.8	5.3	-0.5	1.4	6.44	3.9
Over $91149.	2.2	2.3	2.0	4.7	4.7	4.7	5.7	9.75	5.0
NUMBER OF SEATS:									
Under 104	4.8	3.6	13.2	4.5	3.8	10.1	3.9	$ 4.19	10.3
104 TO 160	3.7	3.8	1.2	4.6	5.1	-6.8	1.8	5.64	2.2
160 TO 230	3.0	2.5	5.1	0.8	0.6	2.7	0.8	7.66	5.5
Over 230	-0.2	0.1	-1.2	2.8	2.8	2.9	3.1	9.88	4.0
TYPE:									
Cafeteria	*	*	*	*	*	*	*	$ *	*
Coffee Shop	1.9	1.9	7.2	4.9	4.8	15.8	-1.5	2.92	-4.1
Full Menu:									
Tableservice	1.0	1.4	-0.8	2.4	2.6	1.5	3.3	$ 9.10	4.0
Limited Menu:									
Tableservice	10.4	7.6	19.6	6.0	5.0	11.2	5.3	8.49	7.2
No Tableservice	0.3	-0.3	2.1	4.5	3.6	8.8	12.4	2.85	7.1
Other	-1.8	-2.2	*	-11.7	-11.9	*	-6.4	4.62	-0.8

* INSUFFICIENT RESPONSE

1 Since all restaurants did not report data for each line, each line item has been analyzed separately and may therefore not add to totals shown.

YEAR TO DATE PAYROLL AND EMPLOYEE REPORT AS OF MAY 1982

	SALES PER FTE EMP		PAYROLL PER FTE EMP		COVERS PER FTE EMP		TOTAL SALES PER PAYROLL DOLLAR	
	MAY 82	MAY 81	MAY 82	MAY 81	MAY 82	MAY 81	MAY 82	MAY 81
TOTAL	$ 2070	$ 2019	$ 662	$ 644	214	220	$ 3.14	$ 3.15
AFFILIATION:								
Single Unit	$ 2101	$ 2046	$ 743	$ 704	216	223	$ 2.85	$ 2.93
Multi-Unit:								
Company-Owned	1981	2099	568	540	658	745	3.48	3.88
Franchised	2048	1990	592	592	302	302	3.46	3.35
AREA:								
Northeast	$ 1629	$ 1604	$ 543	$ 558	391	417	$ 3.00	$ 2.87
Southeast	3182	2926	579	557	439	431	5.32	4.84
North Central	1651	1658	647	615	214	217	2.53	2.67
South Central	2158	2111	542	537	290	304	3.98	3.93
West	2927	2856	899	862	265	274	3.27	3.34
SALES PER MONTH:								
Under $32672.	$ 1947	$ 2017	$ 565	$ 589	450	476	$ 3.44	$ 3.40
$32672. TO $58950.	1749	1807	552	570	296	304	3.21	3.17
$58950. TO $91149.	1934	1839	604	599	327	330	3.20	3.06
Over $91149.	2265	2180	740	696	224	228	3.08	3.15
NUMBER OF SEATS:								
Under 104	$ 2004	$ 2073	$ 609	$ 631	487	586	$ 3.25	$ 3.23
104 TO 160	1791	1716	549	541	356	355	3.21	3.13
160 TO 230	2282	2243	695	691	323	323	3.39	3.32
Over 230	2143	2078	715	677	215	218	3.00	3.07
TYPE:								
Cafeteria	$ *	$ *	$ *	$ *	*	*	$ *	$ *
Coffee Shop	1597	1572	517	526	365	353	3.09	2.99
Full Menu:								
Tableservice	$ 2195	$ 2124	$ 706	$ 672	235	238	$ 3.14	$ 3.18
Limited Menu:								
Tableservice	2470	2421	769	790	287	302	3.21	3.06
No Tableservice	2612	2885	719	705	813	981	3.59	4.04
Other	2257	2302	670	701	601	592	3.55	3.38

* INSUFFICIENT RESPONSE

WHY DO RESTAURANTS FAIL?

by Joel Eisemann

Unfortunately, the subject is negative in nature. Who wants to read about other people's problems? We want to know how to do things right so that we can be successful. Over the course of conducting numerous operational studies, Laventhol & Horwath has identified certain patterns which lead to failure. By being aware of these patterns, an operator should be able to avoid the personal disappointment and economic disasters which often accompany them.

Not long ago, the majority of restaurant failures were attributed to any or all of the following: a lack of knowledge/experience, an efficient "back of the house" operation, and under-capitalization. While it would be erroneous to deny that these factors of circumstances continue to cause many failures, a new set of factors has emerged as the primary reasons for failing food service operations - the operator's inability to cope with change, discontinuity, different life styles, and the high rate of obsolescence. The past cannot be perpetuated.

Our universities, colleges, career schools and trade associations have done an admirable job in teaching food production, service, controls, accounting, and, more recently, even the use of computers. But are they teaching "contemporary management" and "marketing"? It is these bodies of knowledge and disciplines which, if properly applied, can help avoid restaurant failure.

One definition of management includes the words: "...skillful, tactful, careful treatment..." In this period of rapid technological and social change, a greater degree of awareness and sensitivity must be paid to human needs and concerns than ever before. Being "attuned to the times" should include:

- Anticipating possible causes of failure
- Anticipating potential problems
- Assessing adverse consequences
- Establishing contingency actions
- Defining reasonable objectives
- Defining reasonable objectives
- Considering the results of alternate decisions.

We plead guilty - before being accused - to theorizing. However, most of you are actively involved in day-to-day management and don't need to be told how to run your business. After all, most of you are successful by being alert, skilled and detail-minded in response to the demands of running a food service organization. But, because of the pressures which this entails, it is possible that some operators may not always see the whole forest because of each tree.

Our message to you is to think about your operation, using the previously stated points of reference. Stated another way, the food service industry is, in most ways, no different from the rest of American industry. Thus, to avoid failures in our industry, the same general approaches, rules and methods apply which are used successfully by the manufacturers and distributors of cars, toys and toothpaste.

At this point a qualification is necessary. Eating is (or should be) a very personal, enjoyable and sometimes social occasion. There is more to it than merely caloric "intake" to rebuild body cells. Environmental factors such as color, light, shapes and "mood" affect the guest's satisfaction. In addition, there are the sensations of smell, taste and flavor on the palate, whether it be a freshly grilled hamburger or a continental cuisine delicacy.

This, then, brings us to the previously mentioned second important ingredient to avoiding failures, namely "marketing."

Marketing is a vast area of commercial activity that exists from the point of the manufacturing cycle where the production line ends to the point of final sale and delivery. It is a major vehicle to assure a successful and profitable food service operation, whether commercial or institutional. In the literature of marketing, marketing is "finding (and retaining) customers - and inducing them to buy."

Applying this to the non-institutional segment of the industry (although institutions would be well advised to think along similar lines), the patrons of a particular food service operation must be defined and satisfied. This involves all exterior aspects of an operation and includes its environmental theme, merchandising, style of service, and personal attention. It is an integrative force. If the patronage changes, the food service, too, must change to appeal to the new patronage. Food service operations fail for many reasons. Managerial inattention, pilferage, low employee morale, tastless food, small portions and no-service service are axiomatic and require little attention in this article. They are known to most of us in the industry.

Modern management, marketing and merchandising, however, require increased attention, because more lip service is paid to these aspects of our operations than is actually practiced.

Let us raise a few pertinent questions in closing, the answers to which can make the difference between your continuing success and possible failure:

- Can you define and describe your patronage in socio-economic terms (age, income, education)?
- Have you observed any changes in your patronage (dress, age, spending habits)?
- Are you spending at least 3% of sales for advertising and promotion?
- Is your promotional program geared to a specific segment of the market?
- Is your menu a price list or a merchandising tool?
- Is your menu attractive, easy to read and interestingly written?
- Do you plan changes soon in the decor of your dining area?
- Is continuous training and retraining of your personnel a routine operation, and have you allotted time and funds for it?
- Are you asking your patrons and staff for their comments and advice?
- What innovations do you plan to introduce in your operation?

If any part of this article "hit home" or expressed ideas you had already thought about, but only thought about, please take the time to answer, in writing, the ten questions and - go to work.

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Laventhol & Horwath
Certified Public Accountants

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NATIONAL TREND OF BUSINESS
Restaurant Industry

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JUNE 1982 COMPARED WITH JUNE 1981

Total sales decreased 1.5 percent this month from the same month last year. Food covers in the sample for this month declined by a larger margin, but this was offset by an increase in the average receipt per cover of 3 percent to $5.35. On a year-to-date basis, the average check rose to $6.05, up 4.4 percent over the average check during the first half of 1981.

Beverage costs and sales dropped considerably since last year at 7.3 percent and 3.8 percent respectively, resulting in increased gross margins for those restaurants reporting this detail. In contrast, food costs increased slightly this month, up 0.6 percent, the same time as sales declined 1.1 percent. First half totals for 1982 show food and beverage cost increases exceeding those of their respective sales.

Food sales comprised slightly more of the food dollar this month than during the same month last year, while beverage sales were down this month. The cost per dollar of beverage sales declined to $0.25 from $0.26 last year. At the same time, food costs rose 2.6 percent to $0.39 this month.

On a monthly comparison, all productivity measures were down. Payroll costs rose 1.9 percent over June 1981 and 3.1 percent over the first six months of last year. Sales and covers per full-time equivalent (FTE) employee were down 0.1 percent and 1.6 percent since last year while total sales per payroll dollar declined 2.8 percent to $3.16 this month.

Results were mixed for the six month period. Sales per FTE employee rose 2.8 percent to $2,331 and total sales per payroll dollar rose 1.0 percent to $3.12. Payroll per FTE employee rose 1.6 percent while covers per FTE employee dropped 0.3 percent.

The new tax law on tips may force employers into higher employee wages to offset decreased take-home pay. According to *Highlights of the Tax Act of 1982*, a recent Laventhol & Horwath publication, tipped employees must report all tips received in their work to their employer. Employees must keep records of all tips received and of all deductible tips paid to other employees. Employers are required to retain charge tip receipts and statements of tips reported by employees.

Wall Street analysts are optimistic about the current status of the foodservice industry, with many restaurant corporations on the Dean's list of New 52-Week Highs. If this trend continues, recovery cannot be too far behind.

SALES PER SEAT FOR MAJOR CLASSIFICATIONS

		This Month	Percentage Changes*
TOTAL	$	341	– 16.3%
AREA:			
Northeast		348	– 9.8
Southeast		405	– 4.0
North Central		395	12.9
South Central		242	– 46.8
West		543	– 3.7
TYPE:			
Cafeteria		166	NA
Coffee Shop		**	NA
Full Menu:			
Tableservice		436	NA
Limited Menu:			
Tableservice		455	25.7
No Tableservice		305	NA

FOODSERVICE PRODUCTIVITY TOTAL SALES PER PAYROLL DOLLAR

		This Month	Percentage Changes*
TOTAL	$	3.16	– 2.8%
TYPE:			
Cafeteria		2.65	NA
Coffee Shop		**	NA
Full Menu:			
Tableservice		3.16	– 0.1
Limited Menu:			
Tableservice		3.40	0.4
No Tableservice		3.83	NA

* FROM PREVIOUS MONTH
** INSUFFICIENT RESPONSE
NA NOT AVAILABLE

TREND REPORT JUNE 1982 COMPARED WITH JUNE 1981

	SALES % CHANGE			COST % CHANGE				AVERAGE RECEIPT PER COVER	
	TOTAL	FOOD[1]	BEV.[1]	TOTAL	FOOD[1]	BEV.[1]	PAYROLL	JUN	% CHG
TOTAL	-1.5	-1.1	-3.8	-0.2	0.6	-7.3	1.9	$ 5.35	3.0
AFFILIATION:									
Single Unit	-2.3	-2.3	-2.4	0.5	0.6	-0.1	2.8	$ 5.17	6.4
Multi-Unit:									
Company-Owned	-2.2	-2.2	*	-0.7	-0.7	*	-3.8	3.27	-3.0
Franchised	-	1.3	-5.5	-1.3	0.9	-14.3	0.4	6.08	-1.1
AREA:									
Northeast	5.7	5.9	3.1	5.0	5.4	0.1	13.2	$ 4.50	-3.4
Southeast	-2.5	-0.6	-12.5	0.5	5.1	-25.0	-14.0	4.76	0.4
North Central	0.1	0.4	-1.5	1.2	2.2	-5.4	6.0	6.79	0.5
South Central	-4.9	-4.4	-11.7	-3.7	-3.3	-11.1	-2.1	3.25	7.8
West	0.7	1.0	-0.3	2.7	3.0	0.9	7.0	9.28	5.9
SALES PER MONTH:									
Under $29286.	2.1	2.7	-9.1	1.3	2.7	-20.4	-0.1	$ 3.17	1.6
$29286. TO $66625.	-1.8	-0.9	-6.9	-0.2	0.6	-6.4	-5.6	3.66	6.3
$66625. TO $93308.	2.1	2.8	-2.7	-2.9	-0.1	-25.8	1.9	4.25	5.2
Over $93308.	-2.9	-2.8	-3.4	0.5	0.7	-0.9	3.6	7.27	0.9
NUMBER OF SEATS:									
Under 122	-1.2	-1.3	-1.0	0.8	2.3	-7.0	-12.2	$ 7.44	-2.2
122 TO 191	5.3	6.1	-4.3	4.9	5.1	1.4	4.5	3.85	1.7
191 TO 362	-4.8	-4.8	-4.8	-2.4	-1.0	-13.7	-1.5	5.86	8.0
Over 362	-1.7	-1.3	-3.8	-0.7	-0.3	-4.0	5.4	5.81	3.0
TYPE:									
Coffee Shop	*	*	*	*	*	*	*	*	*
Cafeteria	6.2	6.2	*	5.9	5.9	*	4.6	$ 2.51	8.0
Full Menu:									
Tableservice	-2.2	-1.7	-4.4	0.8	1.9	-6.9	3.1	$ 7.89	1.9
Limited Menu:									
Tableservice	5.7	4.3	11.3	-0.3	-0.7	2.6	8.4	7.51	2.9
No Tableservice	-18.6	-18.5	-18.8	-14.5	-14.0	-18.4	-23.0	*	*
Other	*	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

\- NO CHANGE

[1] Since all restaurants did not report data for each line, each line item has been analyzed separately and may therefore not add to totals shown.

FOOD AND BEVERAGE SALES REPORT AS OF JUNE 1982

	COMPOSITION OF SALES				TOTAL COST PER DOLLAR OF SALES			
	JUN 82		JUN 81		JUN 82		JUN 81	
	FOOD	BEV.	FOOD	BEV.	FOOD	BEV.	FOOD	BEV.
TOTAL	85.5	14.5	85.1	14.9	$ 0.39	$ 0.25	$ 0.38	$ 0.26
AFFILIATION:								
Single Unit	87.1	12.9	87.1	12.9	$ 0.38	$ 0.25	$ 0.37	$ 0.25
Multi-Unit:								
Company-Owned	100.0	*	100.0	*	0.36	*	0.35	*
Franchised	81.4	18.6	80.4	19.6	0.40	0.25	0.40	0.28
AREA:								
Northeast	92.5	7.5	92.3	7.7	$ 0.37	$ 0.31	$ 0.37	$ 0.32
Southeast	85.8	14.2	84.1	15.9	0.43	0.33	0.40	0.39
North Central	83.1	16.9	82.9	17.1	0.34	0.25	0.33	0.26
South Central	92.9	7.1	92.4	7.6	0.40	0.27	0.40	0.27
West	75.7	24.3	75.4	24.6	0.42	0.23	0.42	0.22
SALES PER MONTH:								
Under $29286.	95.4	4.6	94.9	5.1	$ 0.37	$ 0.38	$ 0.37	$ 0.43
$29286. TO $66625.	85.5	14.5	84.7	15.3	0.41	0.31	0.41	0.30
$66625. TO $93308.	86.9	13.1	86.2	13.8	0.36	0.22	0.37	0.29
Over $93308.	84.1	15.9	84.0	16.0	0.39	0.25	0.38	0.24
NUMBER OF SEATS								
Under 122	80.6	19.4	80.7	19.3	$ 0.44	$ 0.33	$ 0.42	$ 0.35
122 TO 191	92.9	7.1	92.2	7.8	0.39	0.25	0.39	0.23
191 TO 362	83.2	16.8	83.2	16.8	0.44	0.24	0.42	0.27
Over 362	85.2	14.8	84.9	15.1	0.34	0.24	0.34	0.24
TYPE:								
Cafeteria	100.0	*	100.0	*	$ 0.32	$ *	$ 0.32	$ *
Coffee Shop	*	*	*	*	*	*	*	*
Full Menu:								
Tableservice	82.4	17.6	82.0	18.0	$ 0.40	$ 0.25	$ 0.38	$ 0.25
Limited Menu:								
Tableservice	78.8	21.2	79.9	20.1	0.38	0.23	0.40	0.25
No Tableservice	87.3	12.7	87.3	12.7	0.47	0.41	0.44	0.40
Other	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

PAYROLL AND EMPLOYEE REPORT - JUNE 1982 COMPARED WITH JUNE 1981

	SALES PER FTE EMP		PAYROLL PER FTE EMP		COVERS PER FTE EMP		TOTAL SALES PER PAYROLL DOLLAR	
	JUN 82	JUN 81	JUN 82	JUN 81	JUN 82	JUN 81	JUN 82	JUN 81
TOTAL	$ 2550	$ 2552	$ 810	$ 791	455	462	$ 3.16	$ 3.24
AFFILIATION:								
Single Unit	$ 2690	$ 2723	$ 893	$ 858	485	499	$ 3.01	$ 3.17
Multi-Unit:								
Company-Owned	1557	1565	363	371	475	463	4.29	4.22
Franchised	2467	2412	734	738	405	404	3.38	3.30
AREA:								
Northeast	$ 2463	$ 2264	$ 816	$ 700	547	486	$ 3.02	$ 3.23
Southeast	2666	2438	650	684	431	404	4.15	3.66
North Central	2130	2085	712	680	327	327	2.97	3.04
South Central	2742	2778	874	859	762	786	3.14	3.23
West	3045	3273	961	972	324	362	3.17	3.37
SALES PER MONTH:								
Under $29286.	$ 2272	$ 2225	$ 680	$ 681	712	663	$ 3.34	$ 3.27
$29286. TO $66625.	2606	2482	714	718	602	627	3.70	3.53
$66625. TO $93308.	2448	2454	762	765	568	601	3.21	3.21
Over $93308.	2607	2637	861	827	338	334	3.03	3.19
NUMBER OF SEATS:								
Under 122	$ 2910	$ 2840	$ 759	$ 847	326	318	$ 3.84	$ 3.36
122 TO 191	1997	1908	605	583	519	504	3.37	3.35
191 TO 362	2780	2853	762	756	406	429	3.65	3.77
Over 362	2587	2588	943	896	459	472	2.74	2.89
TYPE:								
Cafeteria	$ 2854	$ 2748	$1077	$1053	$1136	1181	2.65	$ 2.61
Coffee Shop	*	*	*	*	*	*	*	*
Full Menu:								
Tableservice	2490	2495	791	761	298	298	3.16	$ 3.29
Limited Menu:								
Tableservice	2570	2706	756	776	341	371	3.40	3.48
No Tableservice	3740	3615	976	998	*	*	3.83	3.62
Other	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

YEAR TO DATE TREND REPORT JUNE 1982 COMPARED WITH JUNE 1981

	SALES % CHANGE			COST % CHANGE				AVERAGE RECEIPT PER COVER	
	TOTAL	FOOD[1]	BEV.[1]	TOTAL	FOOD[1]	BEV.[1]	PAYROLL	JUN	% CHG
TOTAL	3.6	3.4	2.7	3.5	3.5	3.2	3.1	$ 6.05	4.4
AFFILIATION:									
Single Unit	2.0	2.0	1.7	3.7	3.8	2.8	4.7	$ 5.49	4.8
Multi-Unit:									
Company-Owned	15.2	13.5	20.8	14.7	13.4	21.2	15.5	2.91	6.3
Franchised	4.6	4.2	1.7	2.7	2.8	1.9	0.4	7.85	4.5
AREA:									
Northeast	3.2	3.1	5.2	5.1	5.1	3.1	1.3	$ 4.68	4.9
Southeast	5.8	7.7	-4.6	8.3	8.0	11.3	-4.0	7.15	1.2
North Central	-3.1	-2.9	-3.9	-3.6	-3.0	-7.4	2.7	7.49	0.9
South Central	4.9	4.8	6.0	4.5	4.5	4.8	4.4	3.28	6.0
West	7.3	5.9	6.8	5.8	5.4	9.1	4.1	10.09	7.4
SALES PER MONTH:									
Under $31960.	-0.7	-0.2	-7.3	-1.5	-1.5	-1.6	-5.7	$ 3.34	7.3
$31960. TO $64375.	0.1	0.5	-4.3	-1.3	-0.9	-6.6	-0.5	4.03	-0.1
$64375. TO $98545.	6.0	6.3	3.5	4.5	4.9	-0.1	3.2	4.34	6.3
Over $98545.	4.1	3.5	3.7	4.7	4.6	5.4	4.8	7.95	3.8
NUMBER OF SEATS:									
Under 120	6.0	4.8	11.6	3.8	3.4	6.5	2.8	$ 4.35	4.2
120 TO 176	4.8	5.1	1.1	6.2	6.4	0.9	2.6	5.38	4.5
176 TO 342	7.0	6.0	5.5	5.2	4.7	9.0	2.1	7.01	6.5
Over 342	0.2	0.6	-1.6	1.2	1.6	-2.0	4.2	6.06	3.3
Type:									
Cafeteria	5.2	5.2	*	1.5	1.5	*	6.0	$ 2.52	5.8
Coffee Shop	1.9	1.9	7.2	4.8	4.8	15.8	-1.5	2.90	-2.6
Full Menu:									
Tableservice	1.4	1.9	-0.8	3.4	3.9	0.6	4.3	$ 8.62	3.5
Limited Menu:									
Tableservice	10.4	7.4	11.6	4.9	4.3	10.0	-0.4	8.92	8.2
No Tableservice	4.4	2.9	10.7	3.6	2.4	11.4	4.3	2.91	7.9
Other	9.9	9.4	15.8	-1.5	-1.9	5.6	3.6	3.44	5.2

* INSUFFICIENT RESPONSE

[1] Since all restaurants did not report data for each line, each line item has been analyzed separately and may therefore not add to totals shown.

YEAR TO DATE PAYROLL AND EMPLOYEE REPORT AS OF JUNE 1982

	SALES PER FTE EMP		PAYROLL PER FTE EMP		*COVERS PER FTE EMP		TOTAL SALES PER PAYROLL DOLLAR	
	JUN 82	JUN 81	JUN 82	JUN 81	JUN 82	JUN 81	JUN 82	JUN 81
TOTAL	$ 2331	$ 2268	$ 748	$ 736	373	382	$ 3.12	$ 3.09
AFFILIATION:								
Single Unit	$ 2458	$ 2397	$ 838	$ 796	410	415	$ 2.94	$ 3.02
Multi-Unit:								
Company-Owned	2272	2282	586	587	775	829	3.87	3.88
Franchised	2199	2124	663	679	301	307	3.30	3.13
AREA:								
Northeast	$ 1679	$ 1644	$ 559	$ 568	437	445	$ 2.96	$ 2.90
Southeast	3053	2811	590	578	439	427	5.06	4.59
North Central	1724	1723	658	630	233	236	2.60	2.71
South Central	2803	2727	866	846	769	785	3.23	3.22
West	2674	2616	844	853	262	273	3.18	3.09
Sales Per Month:								
UNDER $31960.	$ 2208	$ 2155	$ 680	$ 697	624	618	$ 3.24	$ 3.07
$31960. TO $64375.	1983	1958	639	629	587	568	3.17	3.13
$64375. TO $98545.	2224	2145	725	719	532	560	3.06	2.98
OVER $98545.	2472	2408	790	773	290	292	3.12	3.12
NUMBER OF SEATS:								
Under 120	$ 2081	$ 2100	$ 599	$ 630	527	561	$ 3.43	$ 3.29
120 TO 176	1913	1838	582	573	375	381	3.27	3.20
176 TO 342	2698	2619	792	810	366	371	3.41	3.25
Over 342	2329	2265	827	780	369	374	2.82	2.90
Type:								
Cafeteria	$ 2816	$ 2691	$1074	$1019	1115	1123	$ 2.62	$ 2.64
Coffee Shop	1582	1558	509	517	397	385	3.11	3.01
Full Menu:								
Tableservice	$ 2341	$ 2276	$ 737	$ 703	250	252	$ 3.18	$ 3.25
Limited Menu:								
Tableservice	2356	2296	754	815	262	277	3.12	2.82
No Tableservice	2952	3062	769	797	903	1011	3.83	3.83
Other	2861	2653	955	937	717	745	3.04	2.87

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Certified Public Accountants

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NATIONAL TREND OF BUSINESS
Restaurant Industry

A SERVICE TO THE CLIENTS OF LAVENTHOL & HORWATH

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JULY 1982 COMPARED WITH JULY 1981

Sales climbed 3.6 percent in July 1982 over July 1981, the largest increase since February 1982 when sales rose 4.5 percent. This increase consisted of a 4.0 percent rise in food sales and a 1.9 percent rise in beverage sales. Cost of sales rose at a faster rate than sales, with the total cost of sales rising 5.3 percent over July 1981. Food costs were up 32.5 percent more than food sales while beverage costs jumped 73.7 percent more than beverage sales. On a year-to-date basis, total sales rose 3.4 percent over the first seven months in 1981 and total cost of sales increased 3.8 percent.

Although the sales increase this month was large, the increase in covers was slightly higher, resulting in a 1.8 percent drop in July's average check to $6.71 from July 1981. For the first seven months of 1982, the average check was $6.26, 3.4 percent higher than in the corresponding period in 1981.

The July sample reported a 0.3 percentage point increase in food sales as a proportion of the restaurant sales dollar. Both food and beverage cost per dollar of sales remained flat during July at $0.37 and $0.26 respectively.

Productivity results were mixed this month. Sales per full-time equivalent (FTE) employee rose 1.7 percent and covers per FTE employee rose 0.7 percent. In contrast, payroll expenditures per FTE employee rose 1.5 percent and as a ratio to total sales rose 0.3 percent. Year-to-date analysis shows a slight gain, $58, in sales per FTE employee and in total sales per payroll dollar while payroll per FTE employee rose 1.7 percent and covers per FTE employee dropped 1.6 percent.

Since many companies have sold or closed unprofitable units during this recession, they must find another way to outperform their competition. The traditional method is by unit growth in current market areas, taking full advantage of distribution and marketing expenditures. The new tactic currently being employed is attempting to gain market share directly from the competition. The next several months should test this new strategy and customers' reactions to the battles within market segments.

SALES PER SEAT FOR MAJOR CLASSIFICATIONS

	This Month	Percentage Changes*
TOTAL	$ 559	63.9%
AREA:		
Northeast	498	43.1
Southeast	637	57.3
North Central	431	9.1
South Central	682	181.8
West	823	51.6
TYPE:		
Cafeteria	**	NA
Coffee Shop	545	NA
Full Menu:		
Tableservice	554	27.1
Limited Menu:		
Tableservice	271	– 40.4
No Tableservice	1173	284.6

FOODSERVICE PRODUCTIVITY TOTAL SALES PER PAYROLL DOLLAR

	This Month	Percentage Changes*
TOTAL	$ 3.37	6.6%
TYPE:		
Cafeteria	**	NA
Coffee Shop	3.31	NA
Full Menu:		
Tableservice	3.22	1.9
Limited Menu:		
Tableservice	3.29	– 3.2
No Tableservice	4.46	16.4

* FROM PREVIOUS MONTH
** INSUFFICIENT RESPONSE
NA NOT AVAILABLE

TREND REPORT JULY 1982 COMPARED WITH JULY 1981

	SALES % CHANGE			COST % CHANGE				AVERAGE RECEIPT PER COVER	
	TOTAL	FOOD[1]	BEV.[1]	TOTAL	FOOD[1]	BEV.[1]	PAYROLL	JUL	% CHG
TOTAL	3.6	4.0	1.9	5.3	5.3	3.3	4.3	$ 6.71	-1.8
AFFILIATION:									
Single Unit	0.4	0.8	-1.7	6.9	7.5	2.0	3.5	$ 8.77	2.0
Multi-Unit:									
Company-Owned	22.8	23.5	*	26.0	26.1	*	18.0	3.33	1.4
Franchised	3.4	4.2	-1.1	0.4	0.1	-1.6	3.1	6.57	-1.8
AREA:									
Northeast	5.2	5.3	3.5	3.3	3.4	0.2	-2.5	$10.77	7.7
Southeast	5.1	3.4	5.6	12.9	8.3	14.6	7.0	5.44	3.2
North Central	1.5	2.9	-6.0	0.3	0.9	-3.3	5.4	6.86	-3.5
South Central	8.3	7.5	11.8	12.0	12.1	11.2	4.9	4.86	-1.5
West	0.1	0.3	-0.8	3.5	4.1	0.2	7.2	13.39	5.1
SALES PER MONTH:									
Under $45688.	-1.7	-1.1	-9.2	-1.0	-3.8	-7.4	0.7	$ 4.13	-2.8
$45688. TO $75955.	9.5	9.1	*	7.4	7.5	*	1.4	4.53	-2.1
$75955. TO $124269.	6.6	6.4	7.8	2.5	2.2	5.6	3.1	7.58	4.6
Over $124269.	2.2	2.5	0.8	6.5	7.1	3.5	5.7	7.17	-2.5
NUMBER OF SEATS:									
Under 111	12.4	11.2	16.9	10.2	7.5	14.2	4.2	$ 3.95	-2.3
111 TO 152	5.5	6.1	-2.0	4.5	4.2	9.7	7.0	5.68	1.8
152 TO 202	7.0	6.6	8.9	2.5	2.1	5.8	4.7	5.50	-0.3
Over 202	-0.4	0.5	-4.8	5.1	6.2	-1.4	3.2	8.98	0.8
TYPE:									
Cafeteria	*	*	*	*	*	*	*	*	*
Coffee Shop	8.1	8.1	*	10.3	10.3	*	-2.2	*	*
Full Menu:									
Tableservice	1.0	1.5	-1.5	2.7	3.0	1.3	5.9	$ 8.49	0.6
Limited Menu:									
Tableservice	3.2	3.2	2.9	0.1	0.6	-5.9	2.3	6.68	-3.1
No Tableservice	14.7	13.8	17.5	19.8	17.8	16.0	8.1	3.63	-0.9
Other	*	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

1 Since all restaurants did not report data for each line, each line item has been analyzed separately and may therefore not add to totals shown.

FOOD AND BEVERAGE SALES REPORT AS OF JULY 1982

	COMPOSITION OF SALES JUL 82		JUL 81		TOTAL COST PER DOLLAR OF SALES JUL 82		JUL 81	
	FOOD	BEV.	FOOD	BEV.	FOOD	BEV.	FOOD	BEV.
TOTAL	83.4	16.6	83.1	16.9	$ 0.37	$ 0.26	$ 0.37	$ 0.26
AFFILIATION:								
Single Unit	84.2	15.8	83.8	16.2	$ 0.38	$ 0.26	$ 0.36	$ 0.25
Multi-Unit:								
Company-Owned	71.4	*	71.1	*	0.34	*	0.33	*
Franchised	85.4	14.6	84.7	15.3	0.37	0.27	0.38	0.27
AREA:								
Northeast	97.2	2.8	97.1	2.9	$ 0.34	$ 0.28	$ 0.35	$ 0.29
Southeast	68.7	31.3	69.1	30.9	0.41	0.26	0.39	0.24
North Central	85.5	14.5	84.3	15.7	0.32	0.30	0.32	0.29
South Central	81.1	18.9	81.7	18.3	0.42	0.23	0.40	0.23
West	76.9	23.1	76.7	23.3	0.43	0.25	0.42	0.24
SALES PER MONTH:								
Under $45688.	92.7	7.3	92.1	7.9	$ 0.39	$ 0.37	$ 0.40	$ 0.37
$45688. TO $75955.	97.2	*	97.5	*	0.35	*	0.36	*
$75955. TO $124269.	87.9	12.1	88.0	12.0	0.39	0.27	0.40	0.27
Over $124269.	78.4	21.6	78.1	21.9	0.37	0.26	0.35	0.25
NUMBER OF SEATS:								
Under 111	77.6	22.4	78.5	21.5	$ 0.33	$ 0.23	$ 0.34	$ 0.24
111 TO 152	92.7	7.3	92.2	7.8	0.38	0.28	0.39	0.25
152 TO 202	81.2	18.8	81.5	18.5	0.39	0.22	0.41	0.23
Over 202	82.9	17.1	82.2	17.8	0.38	0.28	0.36	0.27
TYPE:								
Cafeteria	*	*	*	*	*	*	*	*
Coffee Shop	99.7	*	99.6	*	$ 0.34	$ *	$ 0.33	$ *
Full Menu:								
Tableservice	80.7	19.3	80.3	19.7	$ 0.38	$ 0.27	$ 0.38	$ 0.26
Limited Menu:								
Tableservice	88.7	11.3	88.7	11.3	0.39	0.26	0.40	0.29
No Tableservice	75.2	24.8	75.7	24.3	0.36	0.23	0.35	0.23
Other	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

PAYROLL AND EMPLOYEE REPORT JULY 1982 COMPARED WITH JULY 1981

	SALES PER FTE EMP		PAYROLL PER FTE EMP		COVERS PER FTE EMP		TOTAL SALES PER PAYROLL DOLLAR	
	JUL 82	JUL 81	JUL 82	JUL 81	JUL 82	JUL 81	JUL 82	JUL 81
TOTAL	$ 2235	$ 2198	$ 669	$ 659	424	421	$ 3.37	$ 3.38
AFFILIATION:								
Sinyle Unit	$ 2901	$ 2936	$ 898	$ 881	331	341	$ 3.23	$ 3.33
Multi-Unit:								
Company-Owned	2961	3181	621	695	888	967	4.76	4.57
Franchised	1633	1549	509	495	415	401	3.30	3.24
AREA:								
Northeast	$ 1116	$ 1053	$ 339	$ 352	*	*	$ 3.30	$ 3.05
Southeast	2786	2759	710	685	*	*	4.45	4.58
North Central	2394	2334	772	736	362	348	3.10	3.17
South Central	2912	2947	741	774	598	597	3.93	3.81
West	3281	3392	1103	1065	245	266	2.97	3.19
SALES PER MONTH:								
Under $45688.	$ 2746	$ 2607	$ 784	$ 727	617	589	$ 3.50	$ 3.59
$45688. TO $75955.	1360	1228	418	408	572	470	3.25	3.01
$75955. TO $124269.	1673	1563	502	495	361	359	3.52	3.40
Over $124269.	2854	2950	853	859	405	411	3.35	3.43
NUMBER OF SEATS:								
Under 111	$ 2155	$ 2077	$ 502	$ 536	817	832	$ 4.18	$ 3.88
111 TO 152	1712	1626	550	515	417	416	3.11	3.16
152 TO 202	1764	1689	537	526	481	463	3.28	3.21
Over 202	2833	2861	885	868	319	329	3.27	3.37
TYPE:								
Cafeteria	*	*	*	*	*	*	*	*
Coffee Shop	$ 1135	$ 1055	$ 342	$ 352	*	*	$ 3.31	$ 3.00
Full Menu:								
Tableservice	$ 2675	$ 2674	$ 847	$ 815	322	328	$ 3.22	$ 3.35
Limited Menu:								
Tableservice	3083	2725	937	835	461	395	3.29	3.26
No Tableservice	3130	3343	701	794	848	904	4.46	4.21
Other	*	*	*	*	*	*	*	*

* INSUFFICIENT RESPONSE

YEAR TO DATE TREND REPORT JULY 1982 COMPARED WITH JULY 1981

	SALES % CHANGE			COST % CHANGE				AVERAGE RECEIPT PER COVER	
	TOTAL	FOOD[1]	BEV.[1]	TOTAL	FOOD[1]	BEV.[1]	PAYROLL	JUL	% CHG
TOTAL	3.4	3.3	2.3	3.8	3.9	2.9	3.2	$ 6.26	3.4
AFFILIATION:									
Single Unit	1.7	1.8	1.2	4.2	4.4	2.8	4.5	$ 6.13	4.3
Multi-Unit:									
Company-Owned	17.5	16.4	20.9	17.9	16.9	22.4	16.6	2.99	5.6
Franchised	4.1	4.0	0.6	2.4	2.5	0.6	0.4	7.69	3.5
AREA:									
Northeast	3.4	3.4	4.2	5.1	5.2	1.6	0.3	$ 5.01	4.7
Southeast	5.9	7.6	-3.6	10.0	9.2	12.4	-2.6	6.77	3.5
North Central	-2.5	-2.0	-4.5	-3.2	-2.5	-6.9	3.0	7.42	-
South Central	5.0	4.8	6.9	5.4	5.4	5.7	4.3	3.60	4.9
West	6.6	5.5	6.0	6.0	5.6	8.3	4.5	10.47	7.0
SALES PER MONTH:									
Under $32715.	-1.2	-0.7	-7.8	-1.6	-1.9	-3.6	-5.2	$ 3.57	4.7
$32715. TO $66449.	1.0	1.2	-1.1	-0.5	-0.2	-5.0	-0.4	4.23	1.4
$66449. TO $102677.	5.9	6.3	2.5	4.1	4.6	-0.5	2.8	4.82	5.6
Over $102677.	3.6	3.3	3.0	5.2	5.2	4.9	4.9	7.80	2.5
NUMBER OF SEATS:									
Under 119	7.0	5.9	12.3	5.3	4.6	7.3	2.8	$ 4.19	2.6
119 TO 169	5.1	5.3	2.7	5.7	6.0	1.9	3.0	5.50	4.8
169 TO 342	6.4	5.6	4.7	5.3	5.0	8.7	2.1	7.20	5.4
Over 342	-	0.4	-2.3	1.6	2.1	-2.2	4.1	6.58	2.8
TYPE:									
Cafeteria	5.2	5.2	*	1.5	1.5	*	6.0	$ 2.52	5.8
Coffee Shop	3.0	3.0	5.6	5.8	5.8	9.1	-1.7	2.88	-1.5
Full Menu:									
Tableservice	1.4	2.0	-1.1	3.6	4.1	0.5	4.5	$ 8.64	3.0
Limited Menu:									
Tableservice	9.8	7.0	11.1	4.5	3.9	9.0	-0.6	8.77	7.5
No Tableservice	6.4	4.9	12.4	6.7	5.2	12.1	5.1	3.13	5.1
Other	8.2	7.5	15.8	-2.7	-3.1	5.6	2.2	3.27	5.1

* INSUFFICIENT RESPONSE

\- NO CHANGE

[1] Since all restaurants did not report data for each line, each line item has been analyzed separately and may therefore not add to totals shown.

YEAR TO DATE PAYROLL AND EMPLOYEE REPORT

	SALES PER FTE EMP		PAYROLL PER FTE EMP		COVERS PER FTE EMP		TOTAL SALES PER PAYROLL DOLLAR	
	JUL 82	JUL 81	JUL 82	JUL 81	JUL 82	JUL 81	JUL 82	JUL 81
TOTAL	$ 2309	$ 2251	$ 733	$ 721	381	387	$ 3.16	$ 3.13
AFFILIATION:								
Single Unit	$ 2498	$ 2447	$ 840	$ 801	379	385	$ 2.98	$ 3.06
Multi-Unit:								
Company-Owned	2448	2498	603	620	819	884	4.06	4.02
Franchised	2095	2015	631	642	312	316	3.31	3.15
AREA:								
Northeast	$ 1536	$ 1493	$ 501	$ 510	425	431	$ 3.03	$ 2.93
Southeast	3009	2780	602	589	462	454	5.01	4.61
North Central	1813	1805	677	648	249	249	2.66	2.77
South Central	2807	2746	840	827	713	726	3.34	3.32
West	2764	2717	876	880	262	274	3.17	3.10
SALES PER MONTH:								
Under $32715.	$ 2231	$ 2180	$ 672	$ 684	602	592	$ 3.31	$ 3.17
$32715. TO $66449.	1900	1864	612	605	564	553	3.15	3.09
$66449. TO $102677.	2132	2045	677	671	495	514	3.15	3.05
Over $102677.	2500	2450	794	777	304	306	3.15	3.16
NUMBER OF SEATS:								
Under 119	$ 2060	$ 2051	$ 572	$ 599	584	611	$ 3.55	$ 3.38
119 TO 169	1852	1776	570	559	389	397	3.23	3.16
169 TO 342	2746	2675	796	812	369	373	3.46	3.32
Over 342	2342	2287	823	779	345	350	2.84	2.93
TYPE:								
Cafeteria	$ 2816	$ 2691	$1074	$1019	1115	1123	$ 2.62	$ 2.64
Coffee Shop	1458	1421	465	474	454	430	3.14	2.99
Full Menu:								
Tableservice	2385	2324	752	718	261	263	3.18	3.25
Limited Menu:								
Tableservice	2382	2319	762	820	270	283	3.12	2.83
No Tableservice	2989	3111	756	796	884	975	3.95	3.90
Other	2795	2624	912	903	767	811	3.11	2.94